

## **Message from the Chief**

**Chief's Memo – May 22, 2006**

### ***CDF Re-Organization In-Process***

We have begun the first phase of a re-evaluation of the organizational structure of CDF. Last Friday, all executive staff met to hear a presentation I made and to discuss these ideas. I presented an organizational design based on what I have heard and observed during my first 100 days of information gathering. We are planning a meeting in June so I can present this information to all supervisors and managers. A [PowerPoint presentation](#) that was presented to the executive team can be viewed here.



As a result of Friday's meeting with the CDF Leadership team (direct reports to the Director), a re-organization process will take place over the next several months. Each phase will undergo a review process at differing levels in the organization. The first phase (top level) will be effective immediately and will be rolled out this week to the whole organization. The transition process will begin immediately.

In the meeting with the executive team I shared my vision for a CDF organizational culture and expectation of the CDF leadership to organize us in a manner that accomplishes, at a minimum, the following:

- Creates a culture of openness and excellent communications
- Creates the ability of employees to do what they do best every day
- Empowers leaders
- Shares authority and responsibility at appropriate levels
- Fosters effective and efficient decision-making
- Promotes good succession planning and upward mobility
- Promotes consensus building
- Provides for a reasonable span of control
- More fully incorporates the Office of the State Fire Marshal into CDF
- Groups key functions for efficiency and effective communications
- Focus on customer and employee satisfaction

Key among the initial level of re-organization is the return of Region Chiefs to a level commensurate to Deputy Director, and the splitting of top level authority and responsibilities. Major programs are divided between the Director, Chief

Deputy Director, and State Fire Marshal (also a Chief Deputy), with a flattening of the organization occurring between the Units and the Director.

Key new assignments have been mutually decided as follows:

Ken McLean – Chief of Fire Protection Programs  
Bill Hoehman – Chief of Northern Operations  
Candace Gregory – Chief of Southern operations  
Dave Hillman – Chief of Prevention & Law Enforcement

A new position of Deputy Director of Information & Statistics will be created in the near future. A planning & research function will also be formed within the organization.

The re-organization will move CDF Sacramento into a more supportive role of the Regions, Units, and Programs. While certain functions will remain centralized, greater authority and responsibility will move to the Regions and Units.

I will be focusing on the various aspects of re-organization in several weekly memos to come. I will also be publicly discussing the role of re-organization, 2-year work plans, succession planning, and strategic planning in the near future. I look forward to our future discussions and moving CDF forward into the future.

Regards,

A handwritten signature in black ink, appearing to read 'R. Grijalva'.

Ruben Grijalva, Chief  
Director / State Fire Marshal (acting)

## **Communications**

Three members of the San Luis Obispo Unit participated in the kickoff of the statewide Wildfire Awareness Week activities in Ventura County on Wednesday, May 10 with Tonight Show bandleader Kevin Eubanks.



Pictured from left are Fox news reporter Nischelle Turner, CDF Firefighter Ben Rodriguez, CDF Captain Nate Herring, Kevin Eubanks, and CDF Captain Steve Reeder.

## **Aviation Management**

As part of the ongoing project to validate the capabilities of the S-2T in its role as an Airtanker, FAA engineers have concluded that the aircraft can be landed at its published maximum gross weight of 29,500 pounds. Pending final FAA approval, results of tests flown in conjunction with Marsh Aviation will increase the approved landing weight from its previous limit of 24,500 pounds. CDF and USFS successfully completed its annual two-week Air Attack Management course, held at both McClellan Park and Redding Air Attack base. Utilizing multiple interagency aircraft, simulators, and classroom training, the course graduated 18 new Air Tactical Group Supervisors, Air Tanker Coordinators, and Helicopter Coordinators. Evergreen Aviation demonstrated its 747 for firefighting at McClellan on Friday.

## **Office of State Fire Marshal**

OSFM has been working with the Agricultural District Fairs regarding fees. There have been concerns expressed by the fairs, due to their limited budgets, the additional costs will have a great impact on the events they have each year. We are very close to resolving all of the issues. OSFM will be publishing a new "FAIRS" safety brochure shortly.

OSFM held a kickoff meeting for the Hydrogen Highway task group. OSFM is discussing the possibility of assuming jurisdiction of the hydrogen facilities of

Santa Clara Valley Transportation Authority. They would pay the state rate for all inspections.

The SFM Code Development internal work group continues to review and process code change proposals for the new International Fire and Building Codes. The group is currently developing the "Express Terms" and "Initial Statement of Reasons" for all proposed SFM amendments to the new codes.

An additional 5,000lbs of illegal fireworks were confiscated May 12-14 in Inyo County.

Another Film Fire Safety Officer training class is coming up. Burbank FD will be hosting the class July 12 - July 14, 2006.